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MEMORANDUM FOR: [REDACTED]

Chief, RTT Administrative Staff

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FROM : [REDACTED]

1. Thanks for your note of 30 August 90. I appreciate your taking the time to provide me with your suggestions -- I really meant what I said at the conference!

2. Your portrait of the DA as a bunch of independent offices doing their own thing is, in my opinion, accurate. And that is precisely the principal obstacle when it comes to establishing OGA beyond the MG career service. As you also point out, there already is a DDA; OGA should not be in a position of doing his job for him.

3. Your suggestion to use OGA to tackle problems which cross office lines is a good one; the issue of turf is, however, still a problem. What is truly needed for OGA is a solid mission, with positions and \$\$\$\$. I don't know of any office which can survive without all three.

4. I am not at all concerned about the MG officers serving in the components. Whether they come from OGA or from the CMO/DDA, the way in which they are viewed depends on their own individual capabilities and not much more.

5. Thanks again for your thoughts. Keep 'em coming.....

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[REDACTED]

30 AUG 1990

25X1 MEMORANDUM FOR: [REDACTED]

DDA/CMO

25X1 FROM: [REDACTED]

Chief, RTT Administrative Staff

SUBJECT: Solicited Thoughts

1. In your presentation at the MG Conference, I believe you asked for any thoughts, comments, or ideas on the new Office of General Administration. In the area of possible missions and functions, I would submit the following thoughts.

2. A few years back (circa 85 or 86) we heard senior Agency and other Directorate management say that the problem with the Directorate of Administration was that it consisted of independent offices that spent a great deal of time defending their own turf, rather than banding together to solve major Agency problems. It was Leo Hazelwood, I believe, who used a significant exception to this perception to demonstrate its pervasiveness. He related that many in the Agency felt that the recruitment process was so inefficient in the days when Congress was giving us all the slots that we wanted that we would never reach our authorized ceiling. It was only when the Offices of Personnel, Security, and Medical Services sat down together that the problem was solved and we achieved full employment; at least temporarily. [REDACTED] tells the story a little differently, however, but the point is that both the perception and the perceived solution did exist.

3. To overcome the issues of "turf", the DDA could use OGA and its Director as an institutional point of reference for administrative issues that cross lines within the Directorate. This could mean forming and leading problem-specific task forces; being the coordination point for a variety of forms of communication; drawing people together to develop Directorate-wide plans and strategies, and/or a variety of other tasks. I don't mean this to be the sole or even the main mission of the Office, but simply one of the ways it could be used.

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SUBJECT: Solicited Thoughts

4. On the down-side, this could impact negatively on the roles of present DA staff elements or the D/OGA could be perceived as another extension of the DDA, himself. We would have to be careful that MG officers in positions supporting specific DA offices not be seen as penetrations of those offices by OGA but as people committed to our demonstrated concepts of support. On the up-side, elements outside the DA could see that there was a place to go to overcome internal DA turf battles and the Directorate might score more recruitment-like victories in the troublesome areas of automation, space, money, etc.

5. In any event, you asked for thoughts and that's what these are.



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